

Information pack for appointment to the Board of the Scottish Police Authority



The Cabinet Secretary for Justice and Home Affairs is seeking to appoint 4 Members to the board of the Scottish Police Authority. The Cabinet Secretary values highly the benefits of having different points of view on the board and welcomes applications from under-represented groups, such as minoritized communities, women, disabled people and those under the age of 50.

The appointments process for these board vacancies follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	23 February 2024 at 5pm
Sift of applications	6 March 2024
Date applicants will hear about the outcome of their application	11 March 2024
Interviews	26 and 27 March, 10 and 11 April 2024 Interviews will be held in person at St. Andrew's House, Regent Road, Edinburgh. It is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	2 May 2024

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Start date

1 June 2024

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Cabinet Secretary for Justice and Home Affairs

Angela Constance MSP

F/T: 0300 244 4000

E: scottish.ministers@gov.scot



Dear applicant

Thank you for your interest in becoming a board member of the Scottish Police Authority.

The Scottish Police Authority is a vital public body set up to hold the Chief Constable to account for the policing of Scotland and to promote, support and oversee improvement in policing. It is also responsible for the management and delivery of Forensic Services to the wider criminal justice service, and for an Independent Custody Visiting scheme to monitor the welfare of people detained in police custody.

The Scottish Police Authority is independent of both the Scottish Government and policing. The Authority plays a significant role in Scottish public life, ensuring policing is accountable to citizens for the service it provides and for its efficient use of public money.

This is an exciting time to join the Authority. The establishment of a single police service in Scotland was one of the most significant public sector reform programmes of its generation. This has delivered significant benefits for Scotland's communities and this next crucial phase will see the service adapt and change further to serve more effectively all of Scotland's communities. Supporting and overseeing this next phase will be a key focus for the Authority and you will play a key role taking this forward.

Scottish ministers are particularly keen to ensure our boards are more representative of the communities they serve. I would like to encourage applications from under-represented groups, such as minoritized communities, women, disabled people and those under the age of 50.

Angela Constance MSP

Cabinet Secretary for Justice and Home Affairs

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Dear applicant

Thank you for your interest in joining the board of the Scottish Police Authority.

Policing is an essential and effective public service, operating in a pressured, visible and highly scrutinised environment under challenging financial constraints.

Policing plays a fundamental role in Scottish society, protecting human rights, maintaining community safety and wellbeing, operating independently from government and respecting diversity in all its forms.

Strong support, effective governance, scrutiny, and accountability all play a key role in ensuring policing in Scotland is effective and meeting the needs of the communities and citizens it serves. This is the core purpose of the Scottish Police Authority.

The Authority works with Police Scotland to prepare an overall strategy for policing. We are accountable for an annual budget of around £1.4bn and ensure that the necessary support and protection is in place for over 16,000 officers and 5,000 staff. We monitor performance, champion improvement, advocate for investment and appoint senior leadership teams. We strive to understand and protect the public interest and build trust and confidence in policing.

Policing has undergone significant structural reform over the past 10-years with 2023 making a decade since the establishment of the single service. Much has been achieved in that time and we look back on the last decade with conviction knowing that Police Scotland and Forensic Services have delivered a policing service that is better than anything that preceded it. This improvement journey continues as we look towards evolving the policing model; developing and equipping our dedicated workforce to tackle threat, harm and risk while also building public trust and confidence in the service.

In May 2023, Police Scotland and the Authority acknowledged the existence of institutional racism and discrimination within policing. Recognising that the processes, attitudes and

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behaviours of an organisation are discriminatory - however unconsciously that may be - is the crucial next step for effective organisational development. This marks a significant milestone for policing, one that moves the focus from continually describing a problem to considering what and how we address it.

As a member of the Authority, you will be at the heart of this endeavour. You will play an important part in ensuring that the Authority and Police Scotland demonstrate a strong, practical commitment to strengthening the culture within policing and building a truly anti-racist and anti-discriminatory service.

To support this endeavour, we would welcome applications from candidates with experience and expertise in advocating for and influencing policy or practice for minoritised communities; experience in the promotion and implementation of equality, diversity and inclusion practices in organisations; experience of governance in a large, complex organisation and financial experience.

Being an Authority member is a demanding role, often carried out in the political and media spotlight. But it is also a hugely rewarding and your contribution has the potential to impact and improve policing now and for the generations to come.

You will work with up to 14 other Authority members, supported by a team of around 50 staff. As well as attending full Authority meetings, you will be a member of our committee and oversight groups, working in areas such as audit, resources, performance, people, forensics, complaints and conduct and legal.

You will work with a supportive team of colleagues, and appropriate induction and training will be provided.

If this information pack reinforces your interest, I would strongly encourage you to apply.

Martyn Evans, Chair
Scottish Police Authority

Information about the role

Remuneration	£309 per day which is non-pensionable.
Time commitment	You will be expected to devote up to 6 days per month; this is made up of full and part days. A maximum of 72 days will be incurred.
Length of appointment term	The term of appointment will be for four years.
Location of meetings	<p>The Scottish Police Authority is located at 1 Pacific Quay, Glasgow, G51 1DZ.</p> <p>Board meetings take place bi-monthly in person in Glasgow or Edinburgh. Committee meetings are predominantly held on MS Teams and set a year in advance. For the forthcoming board and committee schedule, visit www.spa.police.uk</p>
Disqualifications	<p><i>The full list of applicants' ineligible to apply is available at:</i></p> <p>Police and Fire Reform (Scotland) Act 2012 (legislation.gov.uk).</p> <p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of the Scottish Parliament (Disqualification) Order 2020.</p> <p>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee</p>

	on Business Appointments (ACOPA) before applying for this role.
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The Board of Scottish Police Authority

The Police and Fire Reform (Scotland) Act 2012 created the Authority to:

- maintain the Police Service;
- promote the policing principles set out in the 2012 Act;
- promote and support continuous improvement in the policing of Scotland;
- keep under review the policing of Scotland; and
- hold the Chief Constable to account for the policing of Scotland.

The Authority consists of a Board of up to 15 non-executive public appointees from a range of professional backgrounds and experiences. The Board is supported by an Executive team of circa 50 staff. The Authority's Chief Executive is the principal adviser to the Board and the Accountable Officer to the Scottish Parliament for the £1.4 billion police budget.

These Authority's functions demonstrate dual, integrated responsibilities - its oversight role in scrutinising policing in Scotland and holding the Chief Constable to account; and its supportive role in maintaining and improving the police service.

The Authority is also responsible for Scotland's 590 strong crime scene-to-court forensic service and for maintaining a network of volunteer independent custody visitor who monitor the welfare of people detained in custody in Scotland.

The Scottish Police Authority also appoints all Police Scotland senior officers (Assistant Chief Constable and above). The Authority also assesses complaint and conduct issues related to senior officers.

The following links provide further useful information:

- [Joint Strategic Police Plan - 2023-2026](#)
- [Forensic Services Strategy – 2021-2026](#)
- [SPA Corporate Strategy – 2023-2026](#)

- [Policing Budget 2023/24](#)
- [Financial Planning 2024/25](#)

The role of the Board Member

The Police and Fire Reform (Scotland) Act 2012 established the Scottish Police Authority as a corporate body made up of Board members. Board members **are the Authority** and this is an important distinction with some other public bodies. The Authority is a public body, overseeing a separately constituted organisation. This differs from more conventional public bodies where the board and executive are part of the same corporate entity. Members of the Authority, supported by their executive colleagues, must demonstrate a healthy but constructive degree of inquisitiveness and challenge. Effective accountability and transparency within policing helps to build trust and confidence in the service.

The following links provide further useful information:

- [Code of Conduct for Authority Members](#)
- [Board Objectives 2023/24](#)
- [Corporate Governance Framework](#)

The selection panel

Chair	Donald McGillivray, Director for Safer Communities, Scottish Government
Panel member	Martyn Evans, Chair of the Scottish Police Authority
Independent Panel member	Annie Gunner Logan, former Chief Executive of the Coalition of Care and Support Providers Scotland (CCPS)
Independent Panel member	Neena Mahal

Representative from the Ethical Standards Commissioner	Kay Hampton
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Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

We are looking for 4 new members who can bring their experience to the board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

The priority criteria are weighted over the essential criteria, and the candidates who provide the strongest evidence against the priority criteria will be considered most able to fulfil the roles. In the event that candidates provide evidence of equal merit against the priority criteria, the panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidate(s) most able to fulfil the roles.

Applicants must meet **at least one of the priority criteria** and **all of the essential criteria**. If you provide evidence for more than one priority criterion, the selection panel will assess you on the one they consider provides the strongest evidence. We will give extra weight to the priority criteria.

The Minister will appoint the combination of candidates who together most closely meet all criteria for selection.

Priority Criteria	Examples of how this might be demonstrated	How this will be assessed?
Experience and expertise in advocating for and influencing policy or	<ul style="list-style-type: none"> Experience and expertise in improving relevant 	We will assess this through your written application

<p>practice for minoritised ethnic communities</p>	<p>stakeholders' understanding of the issues faced by minoritised ethnic communities.</p> <ul style="list-style-type: none"> • Experience and expertise in influencing services or policies for minoritised ethnic communities. • Experience and expertise in influencing better outcomes for minoritised ethnic communities. • Experience and expertise in anti-racism practice. • Experience and expertise in building productive and respectful relationships with key stakeholders on behalf of minoritised ethnic communities. • An understanding of the impact of structural, institutional and personal discrimination. 	<p>(400 words and 1 page tailored CV).</p> <p>We will have a discussion with you during the interview.</p>
<p>Experience in the promotion and implementation of equality, diversity and inclusion practices in organisations</p>	<ul style="list-style-type: none"> • An understanding of the public sector equality duty. • Ability to deliver or drive equality, diversity and inclusion changes in an organisation. • Knowledge of how Boards can effectively exercise 	<p>We will assess this through your written application (400 words and 1 page tailored CV).</p> <p>We will have a discussion with you during the interview.</p>

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	<p>their duties and hold organisations to account in this area.</p> <ul style="list-style-type: none">• Ability to demonstrate a strong commitment to equality and diversity.• Demonstrates an ability to draw on their insight and an understanding of how inequality impacts on policing.	
Experience of governance in a large, complex organisation	<ul style="list-style-type: none">• Experience of ensuring effective governance at senior leadership or board level, with a track record of success in a complex, sensitive and high-profile environment.• Experience of monitoring performance to inform and improve services within a complex organisation.• Personal integrity, professional conduct and credibility, with an exceptional sense of propriety.	<p>We will assess this through your written application (400 words and 1 page tailored CV).</p> <p>We will have a discussion with you during the interview.</p>
Financial experience	<ul style="list-style-type: none">• Experience of working in finance, accountancy, audit and/or risk. This experience could have been gained through	<p>We will assess this through your written application (400 words and 1 page tailored CV).</p>

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	<p>professional qualification or through experience of financial governance on a board.</p> <ul style="list-style-type: none"> • Experience of dealing with financial complexity at a strategic level. • Experience of analysing and managing risk, with a developed understanding of the need for robust and compliant audit and risk systems being in place. 	<p>We will have a discussion with you during the interview.</p>
Essential Criteria	Examples of how this might be demonstrated	How this will be assessed?
<p>Seeing the bigger picture, planning and delivering results</p>	<ul style="list-style-type: none"> • Evidence of contributing to the formulation of strategy. • Evidence of successfully implementing a plan/strategy and holding an organisation to account for delivery. • Demonstrates an ability to working with complex issues and conflicting perspectives to form an appropriate response where there are competing interests. 	<p>We will assess this through your written application (300 words and 1 page tailored CV).</p> <p>We will have a discussion with you during the interview.</p>
<p>Contributing to change</p>	<ul style="list-style-type: none"> • Evidence of contributing to or supporting change 	<p>We will have a discussion with you about this during the interview.</p>

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	<p>at an organisational or system-wide level.</p> <ul style="list-style-type: none">• Demonstrates enthusiasm for securing improvement in public services.	
Ability to challenge constructively and work as part of a team	<ul style="list-style-type: none">• Able to work collaboratively and effectively within a team setting.• Seeks opportunities to build constructive relationships to reach common ground.• Able to successfully influence others to a different perspective and be influenced by others similarly.• Evidence of using constructive challenge and constructive questioning to support and drive improvement.	<p>We will assess this through your written application (300 words and 1 page tailored CV), verbal response to a practical exercise and our discussion at the interview.</p>
Ability to communicate effectively	<ul style="list-style-type: none">• Ability to act as an ambassador for the organisation in a confident and engaging way.• Ability to engage with senior level colleagues and stakeholders.• Able to effectively express views and opinions.	<p>We will assess this through your written application, verbal response to a practical exercise and our discussion at the interview.</p>

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A tailored career/life history outlining roles or positions held and activities undertaken which are relevant to the role will be required.

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all application forms against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview. A pre-sift will be carried out in advance of the application forms being assessed by the selection panel. This will be carried out by Murray McVicar and Stuart Lewis from the Scottish Government. You will be asked in the application form if you know either of these two Government officials. Please ensure you complete this section.
2. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment. You will be asked to undertake a brief **prepared verbal response** to a **practical exercise** as part of your **interview**. Full details of this will be sent in advance to candidates invited to interview. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about [the Principles of Public Life](#).
3. The selection panel will review the evidence provided and agree on which candidates are most meritorious. The most meritorious candidates will be recommended to the appointing Minister.
4. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
5. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and

behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the Principles of Public life in Scotland. Please see the link [above](#).
- There is confirmation that the time commitment required for the role can be met.

Social media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates which is posted by candidates on social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](#)

Gender Representation on Public Boards (Scotland) Act 2018

The Gender Representation on Public Boards (Scotland) Act 2018 sets a 'gender representation objective' that a board should have 50% of non-executive members who are women.

In circumstances where there is a tie break between a woman and a man section 4(3) of the Act requires the appointing Minister to appoint the woman if doing so will result in the board achieving (or making progress towards achieving) the gender representation objective. In a tie break the appointing Minister can also choose to appoint a candidate, who is not a woman, on the basis of another characteristic or situation and can give preference to that candidate (section 4 (4) of the 2018 Act). For more information please see the [Scottish Government Guidance on the Act](#)

This Scottish Police Authority currently meets the 'gender representation objective' that the board should have 50% women.

How to apply

Start the application process apply by clicking this link: [Appointment Listings at Scottish Government \(icims.com\)](https://www.gov.scot/appointment-listings)

Find the advert for the board you want to apply for. Follow the instructions on the advert to register online and complete the relevant sections. Then download the document called 'application form', complete the form (this should be a word document or pdf) and return it by the closing date to PA_Applications_Mailbox@gov.scot

Please note that late applications will not be considered by the selection panel.

Online event

An online information session has been scheduled for candidates to hear from current Board members about the Authority's priorities and answer any questions you might have. This will take place from **5pm-6.30pm via MS Teams on Tuesday 6 February 2024**. For dial in details, please contact SPAChiefexecutive@spa.police.uk

Common questions and answers

Who can I contact to speak about these roles?	Lynn Brown, Chief Executive of the Scottish Police Authority: SPAChiefExecutive@spa.police.uk
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Telephone: 0300 244 1898 Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice about how to complete an application form?	Yes. More information is provided here: Introduction-Public appointments: guide - gov.scot (www.gov.scot)

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Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview.
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen however you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances, and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting.

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	Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice here: Privacy notice - Public appointments: guide - gov.scot (www.gov.scot)
Can I get feedback on my application or interview?	Yes. You can request feedback.
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.
Can I apply for a Chair role on a board if I have already been a member of that board?	Yes. Board members can serve a maximum of 8 years on one board in one role. The board Chair is considered a different role and so current and previous members can apply.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot)

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	<p>The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.</p>
What standards are expected of board members?	<p>The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life)</p>
How can I complain about the public appointments process?	<p>Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot)</p> <p>Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner</p>

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Phone number: 0300 244 1898

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)



Scottish Government
Riaghaltas na h-Alba

Information pack for appointment of a chair to the Board the Scottish Police Authority



The Cabinet Secretary for Justice and Home Affairs is seeking to appoint a new chair to the board of the Scottish Police Authority. The Cabinet Secretary values highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for this vacancy follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	7 January 2025 at noon
Shortlisting of applications	14 January 2025
Date applicants will hear about the outcome of their application	17 January 2025
Interviews	<p>30 January 2025</p> <p>A second date will only be considered if required to interview all shortlisted candidates.</p> <p>Interviews will be held in person at St. Andrew's House, Regent Road, Edinburgh (see also Q&A on page 13).</p>
Ministerial decision	26 February 2025
Start date	On or around 1 April 2025

Dear applicant

Thank you for your interest in applying to be the Chair of the Scottish Police Authority (SPA).

This is one of the most important roles in Scottish public life, supporting and scrutinising the Police Service of Scotland, one of the largest policing operations in the UK. It provides an unparalleled opportunity to contribute to making Scotland safer and stronger, working with Police Scotland and the communities it serves. It is one of the most high profile, demanding and rewarding non-executive roles available in Scotland.

Policing in Scotland remains at the heart of our public services. The role of policing has never been more important, as a key frontline service in the drive to keep the people of Scotland safe.

While longer term crime rates have fallen, the profile of crime is changing and the balance between the various roles that police fulfil is evolving. We are continuing to see the transformation of policing in order to fully respond to the future needs of our country and its communities. Police Scotland is on a journey of service redesign to improve and enhance policing and ensure the organisation is focused on safer communities, less crime, supported victims, and a thriving workforce. Building on the high level priorities of the Scottish Government, you will have a critical role in ensuring that the SPA and Police Scotland delivers this strategic programme of work aimed at building a flexible and sustainable police service, well placed to dynamically respond to the challenges of the future.

For this role, Scotland needs a strategic leader, who embraces change, who is undaunted by uncertainty, and who is able to fully communicate with all parts of society. You will be someone with a passion for improving how services connect with the people they serve. You will have a commitment to ensuring that policing unlocks the potential of its workforce with an enhancement of equality and diversity. You will be someone who can provide strong leadership in a changing budgetary and financial environment.

This is a role that is subject to intense scrutiny from Parliament, stakeholders, communities and the media. You must be ready to explain and account for the actions and decisions of

the SPA and to build relationships with a range of organisations that work to support and strengthen policing and communities.

If this is a role that interests and motivates you, I would encourage you to read this pack and follow the links to the other relevant information contained within it. If you then feel you have the skills and experience required, we would welcome an application from you.

If you would like to discuss any element of this role, or for more information, please contact *Stu Lewis* (stuart.lewis@gov.scot).

Thank you once again for your interest.

Yours sincerely

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Information about the role

Remuneration	<p>Up to £98,100 based on a daily fee rate of £545 per day.</p> <p>Remuneration is non-pensionable and reasonable expenses will be reimbursed.</p>
Time commitment	<p>Up to 15 days per month.</p>
Length of appointment term	<p>The term of appointment will be for up to four years. There is the possibility of reappointment subject to evidence of effective performance and having regard to the skills, knowledge, understanding and experience required by the Board at the time. Any appointments and subsequent reappointments will not extend beyond a maximum of eight years.</p>
Location of meetings	<p>You can find the dates of the full public Board meetings on the SPA website: http://www.spa.police.uk/. You must be prepared to commit to attending all of the above meetings as and when necessary. Meetings can take place anywhere in Scotland.</p> <p>The Scottish Police Authority is situated at 1 Pacific Quay, Glasgow G51 1DZ.</p>
Disqualifications	<p>There is no bar on non-British nationals applying for and being appointed to the board of Non-Departmental Public Bodies. However, you must be legally entitled to work in the UK.</p>

A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of [the Scottish Parliament \(Disqualification\) Order 2020](#).

Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOPA) before applying for this role.

The Board of the Scottish Police Authority

The Scottish Police Authority was established in 2013 following the introduction of the Police and Fire Reform (Scotland) Act 2012. The functions of the Authority are:

- To maintain the Police Service;
- To promote the policing principles (see below);
- To promote and support continuous improvement in the policing of Scotland
- To keep under review the policing of Scotland, and
- To hold the Chief Constable to account for the policing of Scotland

The SPA works to uphold and strengthen a set of policing principles, which are:

- that the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland, and
- that the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which —
 - is accessible to, and engaged with, local communities, and
 - promotes measures to prevent crime, harm and disorder.

The role of the Chair

As Chair of the Scottish Police Authority (SPA) you will be expected to work constructively with your SPA and Police Scotland colleagues, and also build effective working relationships with external stakeholders. You will be required to:

- provide strategic leadership of the Authority as a high-profile public organisation at a time of dynamic and unforeseeable change;
- lead and work with the other Authority members to contribute to the collective leadership and governance of the organisation and its effectiveness;
- hold the Chief Constable to account for the policing of Scotland by the Police Service of Scotland, through high quality support and scrutiny;
- promote and support best practice and continuous improvement in the policing of Scotland, as the Chief Constable drives forward her programme of service redesign;
- be an ambassador and advocate for policing in Scotland, able to inspire others and carry the confidence and respect of all parts of society, communicating effectively and actively engaging with a wide range of diverse audiences and communities;
- provide strong leadership in a changing budgetary and financial environment;
- work with the other SPA Board members in a way which demonstrates your commitment to equality and diversity;
- understand and promote the highest standards of public service in the public interest;
- lead and work with the other SPA Board members to contribute to the collective leadership and governance of the organisation and its effectiveness, accepting collective responsibility for decisions of the SPA;
- monitor the performance of the SPA in its activities, and the achievement of its aims, as well as the performance of the Chief Executive against agreed objectives;
- effectively Chair the Authority Board, and develop and appraise its members;
- contribute effectively to the monitoring and developing of the Authority's strategies;
- ensure high quality provision of forensic services to the Police Service of Scotland, the Crown Office and Procurator Fiscal Service, and the Police Investigations and Review Commissioner.

The selection panel

Chair	Neil Rennick, Director General Education and Justice
Panel Member	Neil Basu, former Assistant Commissioner, Metropolitan Police and former National Police Chief's Council lead for Counter Terrorism Policing
Independent panel member	Neena Mahal, Interim Chair, NHS Forth

	Valley
Representative from the Ethical Standards Commissioner	Bill Smith, Public Appointments Adviser

Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

The Chair of the SPA is one of the most important oversight roles in Scottish public life, influencing one of the largest and most diverse policing operations in the UK.

As Chair of the Authority, you will need to be able to demonstrate the personal qualities, skills, understanding, attributes and experience listed in the person specification below. We have explained exactly what we will be looking for and how they will be tested.

In providing the evidence sought, you can draw on examples from your working and/or personal life, and/or through your participation with a private, public, voluntary, charity or community organisation.

Applicants must meet all five of the essential criteria.

Essential Criteria	Examples of how this might be demonstrated	How this will be assessed
1. Strong and effective management of internal and external relationships, including an appreciation of the political environment.	<p>We need a leader who:</p> <ul style="list-style-type: none"> • has an appreciation of working in a political environment and under intense public scrutiny; • has a successful track record of building and maintaining relationships of trust and confidence at all levels within an organisation; 	<p>In the application you will be asked to provide a tailored CV, outlining your previous relevant experience, plus 1500 words to provide an overarching statement to demonstrate evidence of criteria 1-4.</p>

	<ul style="list-style-type: none"> • can work well in partnership in a complex multi-agency environment to deliver improved shared outcomes; • can evidence personal use of highly effective representation, communication and advocacy skills on behalf of a large organisation to a wide range of stakeholders, in the public, political and media domains; • is able to inspire others and carry confidence and respect externally, across all parts of society. 	<p>Shortlisted candidates will also be asked to undertake a mock media interview and provide a prepared response to a given topic. Full details of these will be provided.</p>
<p>2. Experience of overseeing both organisational and cultural change within a complex setting.</p>	<p>We need a leader who:</p> <ul style="list-style-type: none"> • has direct experience of the successful oversight and delivery of change, in complex public, private, or other sector environment; • experience in successfully formulating and overseeing strategy at a senior level; • has the ability to apply their skills and experience to the challenges and changing context of policing in Scotland; • demonstrates a commitment to the delivery of cultural change, and recognises the need to 	<p>In the application you will be asked to provide a tailored CV, outlining your previous relevant experience, plus 1500 words to provide an overarching statement to demonstrate evidence of criteria 1-4.</p> <p>Shortlisted candidates will also be asked to undertake a mock media interview and provide a prepared response to a given topic. Full details of these will be provided.</p>

	ensure equality, diversity and inclusion within policing in order to maintain public confidence in policing.	
3. Ability to Chair a board, and demonstrate understanding of the governance role of a board within an operational environment, including budget and performance oversight.	<p>We need a leader who:</p> <ul style="list-style-type: none"> • has experience of providing strong governance and oversight of a large and complex organisation in a changing budgetary and financial environment; and demonstrates the ability to lead the board in this environment; • demonstrates the ability to lead the Board of a complex organisation in a public sector landscape; • understands, and has direct experience of, providing governance, accountability, supportive challenge, driving performance improvement and budget oversight in a large and complex organisation; • can encourage a diverse group to collaborate and to reach compromise and consensus; • appreciates the need to be challenged and to take account of alternative views in the decisions being taken; • has excellent judgement 	<p>In the application you will be asked to provide a tailored CV, outlining your previous relevant experience, plus 1500 words to provide an overarching statement to demonstrate evidence of criteria 1-4.</p> <p>Shortlisted candidates will also be asked to undertake a mock media interview and provide a prepared response to a given topic. Full details of these will be provided.</p>

	when chairing a Board (or equivalent senior group) that has difficult decisions to make; and able to demonstrate flexibility of approach to achieve a successful outcome.	
4. Understanding and valuing the Public Interest in policing in Scotland, taking account of the traditions of policing by consent and Scotland's diverse population, along with a commitment to maintaining and improving professional standards in policing.	<p>We need a leader who:</p> <ul style="list-style-type: none"> • has a comprehensive understanding of public services in Scotland, how they deliver for the people of Scotland, and is able to appreciate the particular part played in this by policing; • is sensitive to the impact of policing on individuals and diverse communities and who understands the ongoing need to enhance the reputation of policing to ensure public confidence; • demonstrates commitment to the need to drive ever-improving professional standards; • demonstrates commitment to public accountability and the principles of openness and transparency in a policing context. 	<p>In the application you will be asked to provide a tailored CV, outlining your previous relevant experience, plus 1500 words to provide an overarching statement to demonstrate evidence of criteria 1-4.</p> <p>Shortlisted candidates will also be asked to undertake a mock media interview and provide a prepared response to a given topic. Full details of these will be provided.</p>
5. Demonstrates the values of the Scottish Police Authority	<p>The values of SPA are:</p> <ul style="list-style-type: none"> • integrity, • respect and • public service 	This will be assessed throughout the selection process.

How to apply online

Find the role you wish to apply for on this [website](#) , open the advert, click 'apply now' and follow the instructions.

When you apply, you will start by completing some personal information and our conflict of interest questions. You will then be directed to a screen which will allow you to upload 2 documents.

The first document should be an overarching statement, of no more than **1500 words**, demonstrating evidence of how you meet the essential criteria 1-4 as set out in the person specification.

The second document should be a **tailored CV**, outlining your previous relevant experience, this document should be no more than 2 A4 pages.

Any words or pages in excess of the limits stated will not be taken into account in assessing your application.

Please note that you will not be able to update your answers or supporting documents once the online application is submitted. Late applications will not be accepted by the selection panel.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at public.appointments@gov.scot

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all application forms against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.

2. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment. More information on other elements of the assessment will be provided to those candidates invited to interview.
3. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public Life](#).
4. The selection panel will review the evidence provided throughout the process and agree on which candidate(s) have most closely met the criteria for selection and should be recommended to the appointing Minister.
5. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidate(s) before making a final decision.
6. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the minimum criteria for the role being tested at the application stage.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the [Principles of Public life in Scotland](#)
- There is confirmation that the time commitment required for the role can be met.

Social media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates which is posted by candidates on social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates

at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](#)

Common questions and answers

Who can I contact to speak about this role?	Stu Lewis as Head of Sponsorship and Strategy within the Scottish Government's Police Division (stuart.lewis@gov.scot)
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Telephone: 0300 244 1898 Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice about how to complete an application form?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview.
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical	The ESC regulate and monitor the public appointments

Standards Commissioner (ESC) have in the appointments process?	process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen however you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting. Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice on the application system.
Can I get feedback on my	Yes. Feedback is available on request.

application or interview?	
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.
Can I apply for a Chair role on a board if I have already been a member of that board?	Yes. Board members can serve a maximum of 8 years on one board in one role. The board Chair is considered a different role and so current and previous members can apply.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.
What standards are expected of board members?	The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot) (this includes the Principles of Public Life)
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Phone number: 0300 244 1898

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)

